



Strategic Plan Goals

The Strategic Plan is comprised of three primary goals that contain a series of sub-goal statements and objectives within each area.

Goal 1: Access & Affordability

Increase the overall educational attainment of Montanans through increased participation, retention and completion rates in the Montana University System

Goal 2: Workforce & Economic Development

Assist in the expansion and improvement of the state's economy through the development of high value jobs and the diversification of the economic base

Goal 3: Efficiency & Effectiveness

Improve institutional and system efficiency and effectiveness

Maintaining the high quality of our institutions and the education provided to our students is not listed as an explicit goal. This is because it is THE MOST IMPORTANT consideration for every goal and initiative of the Montana University System and is considered to be an integral part of every component of this strategic plan.

Strategic Initiatives

- 1) Resident Student Access
- 2) Shared Services
- 3) Performance Funding
- 4) 2-year Education/CTE
- 5) Student Success (MT Project 10)
- 6) Dual Enrollment



Strategic Initiative #1 Resident Student Access

Goal Statement

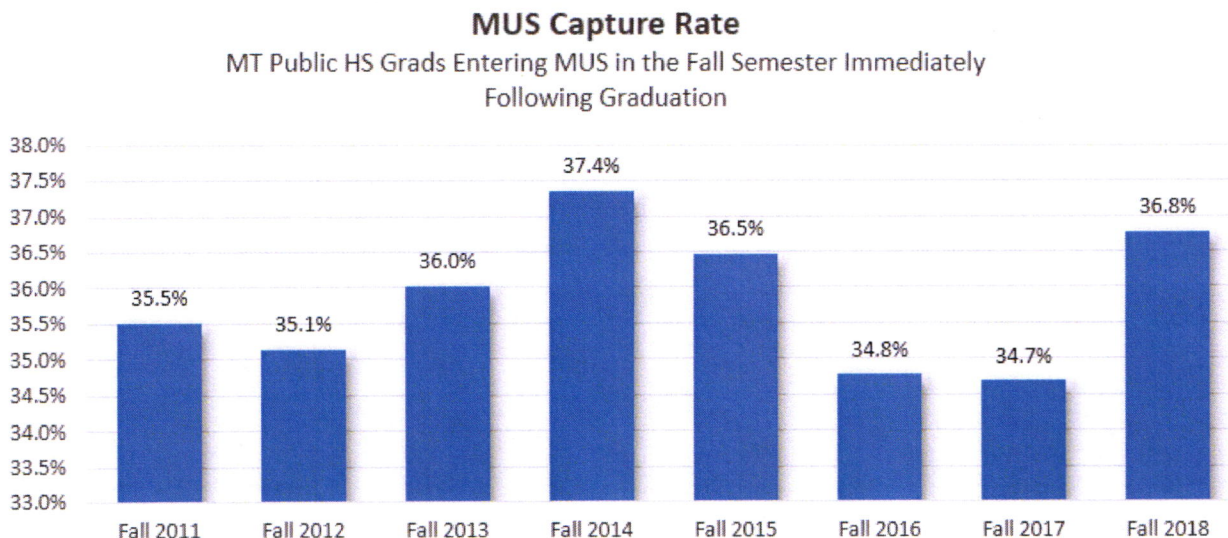
Develop a unified approach to resident student recruitment, admissions, and financial aid, with the goal of increasing the percentage of MT high school graduates attending the MUS.

Action Steps

- 1) **Ensure Affordability:** Create long-term, reliable, sustainable, and low-cost tuition rates through tuition freeze.
- 2) **Improve Access:** Provide financial aid to improve access for low and middle-income students, as well as adult learners.
- 3) **Remove Barriers:** Develop a College & Career Access Portal that offers a single point of access to the ACT, dual enrollment, college admissions, and financial aid.

Measures

Capture Rate: Percentage of MT Public High School graduates entering the MUS in the fall semester immediately following graduation. **Target = 40%**





Strategic Initiative #2 Shared Services

Goal Statement

Increase the number back office services either facilitated, coordinated, or directed in a system-wide fashion.

Action Steps

- 1) **Inventory:** update an inventory of system-wide shared services
- 2) **Taskforce:** convene a taskforce to help identify potential services to share and sets goals
- 3) **Focus Areas:** identify and prioritize “areas of focus” to target for shared services implementation

Measures

Target = increase # of shared services by 20%

MUS Shared Services (Top 10)

Current # of Shared Services in Inventory = 120

1. Banner Finance & HR (UM & MSU sides)
2. Benefits Enrollment & Administration
3. Common Course Numbering Admin.
4. Legal Counsel
5. Internal Audit
6. MUS Data Warehouse (Student, HR, & Finance)
7. Procurement Director
8. Compliance Officer
9. Student Conduct Software (Maxient)
10. Single Food Service Supplier/Vendor

Potential Shared Services

1. Reporting & Analysis Software
2. Single Admissions Application
3. Enterprise Risk Management
4. Transfer Pathways
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Strategic Initiative #3 Performance Funding

Goal Statement

Utilize performance funding as a system-wide strategy to increase student success and degree production.

Action Steps

- 1) **PF Allocation:** continue to allocate \$15M per year through the performance funding model
- 2) **Residual Funds:** identify a system-wide approach for awarding residual funds that incentivizes campuses to adopt retention and completion strategies (see MT Project 10)
- 3) **Under-represent/At risk:** include specific under-represented/at risk student population metrics in the primary calculations for awarding performance funds.

Measures

Target = 100% of campuses receive 100% of eligible PF dollars.

PF Results

FY 2020 Performance Funding Allocation Summary

Campus	Resident FTE (FY17 to FY19 average)	Campus Share of Resident FTE	Eligible \$\$ Amount	PF Metrics Index Score	FY20 Allocation	% of Eligible \$\$ Amt. Received
MSU Bozeman	8,830	35.5%	\$5,322,089	1,031	\$5,322,089	100%
Gallatin College	411	1.7%	\$248,010	1,257	\$248,010	100%
MSU Billings	2,332	9.4%	\$1,405,436	913	\$0	0%
City College	648	2.6%	\$390,394	1,092	\$390,394	100%
MSU Northern	898	3.6%	\$541,227	1,070	\$541,227	100%
Great Falls College	1,070	4.3%	\$645,019	1,033	\$645,019	100%
UM Missoula	6,112	24.6%	\$3,684,142	1,018	\$3,684,142	100%
Missoula College	979	3.9%	\$590,346	1,026	\$590,346	100%
MT Tech	1,428	5.7%	\$860,558	1,027	\$860,558	100%
Highlands College	300	1.2%	\$181,113	1,042	\$181,113	100%
UM Western	1,073	4.3%	\$646,875	1,239	\$646,875	100%
Helena College	804	3.2%	\$484,791	997	\$424,145	87%
Total	24,887	100.0%	\$15,000,000		\$13,533,917	



Strategic Initiative #4 2-year Education/CTE

Goal Statement

Expand efforts to communicate and effectively deliver career and technical education (CTE) as an option for students to pursue in the MUS.

Action Steps

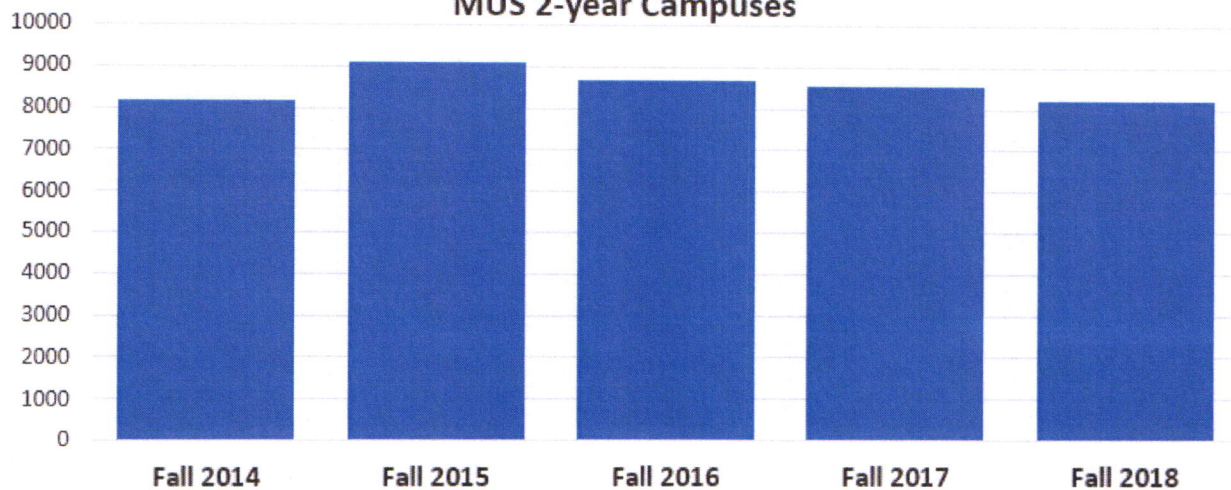
(Share Policy Goal)

- 1) Develop a College and Career Readiness (CCR) Portal that equally promotes CTE and non-CTE opportunities available throughout the Montana University System.
- 2) Work with k-12 partners and MUS campuses to more effectively promote CTE opportunities through school counseling and advising strategies.
- 3) Continuously review the effectiveness of existing CTE programs and conduct gap analyses to guide the development of new CTE opportunities that more effectively meet workforce demand.
- 4) Explore avenues for developing a system-level approach for the recruitment of students interested in CTE.

Measures

Target = grow CTE enrollment by 10%

of students enrolling in at least one CTE course
MUS 2-year Campuses



Strategic Initiative #5

Student Success – MT Project 10

Goal Statement

Rigorously pilot a student success intervention to improve retention and completion among low income students.

Action Steps

- 1) **Campus Planning:** Develop campus plans for implementing supports to accelerate academic progress, remove financial barriers to attendance, and increase students' purpose and belonging.
- 2) **Serve Students:** Enroll 300 Pell-eligible students at three MUS campuses in the pilot program in Fall 2020.
- 3) **Rigorously Evaluate:** Rigorously track student progress, comparing program students to similar students not selected to participate.

Measures

1. **Retention Rate:** Percentage of new freshman returning in Fall of sophomore year
Target = 10%-point increase in program group compared to control
2. **On-Time Graduation Rate:** Percentage of new freshman graduating in 100% of usual time (4-years for bachelors; 2-years for Associates)
Target = 10%-point increase in program group compared to control



Strategic Initiative #6 Dual Enrollment

Goal Statement

Increase capacity, awareness, and opportunities for Dual Enrollment in Montana.

Action Steps

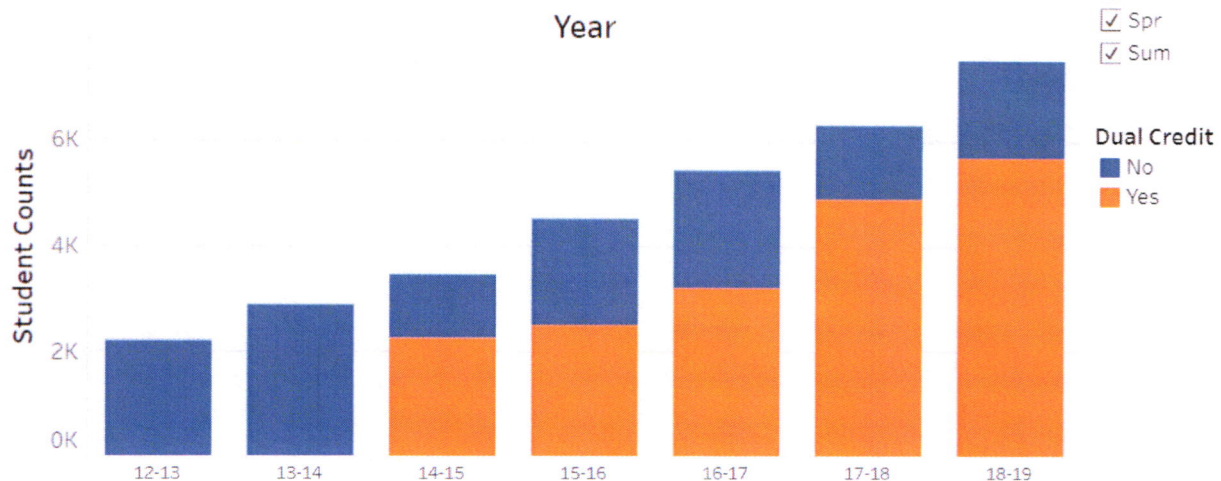
- 1) Continue with 12Free program (first 6 credits for free)
- 2) Expand communication of Dual Enrollment opportunities through the new College Access Portal
- 3) Explore ways to centralized dual enrollment registration.

Measures

Target = increase the annual number of dual enrolled students by 10%

Dual Enrollment System Totals

Annual number of high school students (age 19 or younger) enrolled in at least one college class; term counts are unduplicated students while year counts are total of all 3 terms



Dual Enrollment Type

	Year						
Dual Credit	12-13	13-14	14-15	15-16	16-17	17-18	18-19
No	2,211	2,872	1,189	2,008	2,247	1,413	1,882
Yes			2,269	2,502	3,198	4,893	5,682
Dual Enrollment Totals	2,211	2,872	3,458	4,510	5,445	6,306	7,564